**BEACON HR/PAYROLL IMPLEMENTATION PROJECT
STARTUP COMMUNICATIONS PLAN**

DOCUMENT HISTORY

Date	Document Revision	Document Revision Description	Document Author
4/17/2006	1.0	Initial Release	Tim Poppema

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM

i

Last printed 1/11/2007 8:23 AM

FINAL

APPROVERS

Approval Date	Approver Role	Approver Signature

PMO RELEASE AUTHORIZATION

Release Authority: _____   Date: _____

Version#:

_____

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   ii   Last printed 1/11/2007 8:23 AM

FINAL

TABLE OF CONTENTS

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   iii   Last printed 1/11/2007 8:23 AM

FINAL

1. INTRODUCTION

Communications is a critical success factor for achieving successful business transformation. Without a comprehensive communication strategy and tactical plan, organizations will face significant obstacles in achieving goals and operating effectively.

The implementation of the SAP HR/Payroll Platform across 65 agencies and universities will impact all employees throughout the state. The following communication strategy and plan will enable understanding and sponsorship of the Beacon HR/Payroll Project throughout the various phases of the implemenation lifecycle and mitigate potential barriers to change by meeting the following objectives:

- Building awareness and mindshare of the Beacon Program and HR/Payroll project, its benefits, importance and priority

- Creating interest in, and energy around, participating in the transition to SAP

- Creating confidence that the Beacon Program and the HR/Payroll project will be marked by open communication and knowledge sharing

- Sustaining interest in the Beacon Program throughout the many phases of the project

- Delivering updates on the progress of the change so that employees can contribute to the success of the change and be recognized for it.

Our strategic vision for the Beacon communication plan is to effectively support successful execution by communicating: The right *message* to the right *audience* using the right *vehicle* delivered through a *plan* and *infrastructure* to inform, educate, and encourage new behaviors.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   1   Last printed 1/11/2007 8:23 AM

FINAL

Leading Practices for an Effective Communication Strategy/Plan

The Beacon Communication Plan is designed to support successful execution and is based on the following leading practices for effective communication:

Leading Practices for Communication	How Leading Practices Apply to the State of NC…
Assesses the environment and culture- Effective communication begins with an assessment of the organizational environment and culture. This assessment provides an understanding of the current environment in terms of communication enablers and barriers.	The Change Management team has taken the steps to assess the current environment at the State of NC. For instance: • Site visits to a few state agencies provided the team feedback on the current technology issues related to payroll and the need for reliability and flexibility • Executive stakeholder interviews provided assessment of organizational readiness for process improvement
Aligns with business strategy- An effective communication strategy aligns with the organizational strategy and/or change strategy, supporting the overall strategic intent by: sharing the Beacon vision, interpreting critical objectives, tracking progress, and celebrating milestones. When used effectively, communication can be a powerful tool that not only supports, but also drives business strategy.	The Beacon vision aligns with NC State priorities, for example, Beacon will help the State: • Create a system of Record • Drastically improve HR/Payroll functionality and performance • Create a repository of data • Provide employees with a unique identifier • Allow employees to manage their careers
Exists via an infrastructure- Effective communication employs an infrastructure for the creation, dissemination and revision of the communication strategy, plan, and products.	The Change Management team has outlined a detailed change network (the Agency Implementation Support Team) that will help serve as an infrastructure for communicating and implementing change. The project team will also leverage: • State Agencies who have communications resources • Intranet site for the project and additional intranet sites specific to the agencies/universities • Multiple communication vehicles for message delivery.
Customizes messages by target audience- Communication is only effective when messages are customized according to audience.	The Beacon Program will consider the characteristics of its audience and segment messages according to unique audience needs. Example audience groups include: • Governor's Council • University Chancellors • CFO's & CIO's

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   2   Last printed 1/11/2007 8:23 AM

FINAL

Leading Practices for Communication	How Leading Practices Apply to the State of NC…
	• Agency Secretary's and Deputies
	• Payroll Managers and employees
	• HR Managers and employees.
Considers the sender- Communication is most effective when the source, or sender, of the message is carefully selected. Messages should be sent from a source that the audience perceives as having credibility, authority, and empathy.	The Beacon communication plan leverages the credibility of NC State leadership to drive messages throughout the state agencies/universities. Key communicators will include: • State Controller- Robert Powell • Governor Easley • Agency Secretaries/Deputies • HR and Payroll Managers • Beacon Project Team.
Utilizes multiple channels- An effective communication plan utilizes a variety of communication channels or vehicles, establishing both primary (driving) and secondary (reinforcing) channels for disseminating messages.	The communication channels and vehicles used by the Beacon Program vary according to audience usage and preference. • Bulletins- email, intranet, memos • Posters/hallway/Break room displays • Voicemail as appropriate • Personal- Agency Briefings, Departmental Briefings, • External mechanisms including television, print, and radio.
Is two-way- Effective communication is two-way, meaning there is an opportunity to share information with audiences as well as an opportunity for audiences to share their feedback with senders. Two-way communication also speaks to the importance of understanding communication as a reciprocal process between senders and receivers of messages.	Two-way communication is a significant piece of the Beacon Communication Strategy and Plan, and will help drive input into decisions and end user acceptance. Two-way communication will be encouraged via: • Email feedback • Agency Advocates and Agency Coordinators • Evaluation forms • Agency Implementation Support Team.
Drives business results- An effective communication strategy drives business results by building awareness of, buy-in to, and ownership for organizational objectives across stakeholder groups. Communication is one means of building the organization-wide	Implementation of the Beacon Program will drive business results: • Improved HR/Payroll Processes

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   3   Last printed 1/11/2007 8:23 AM

FINAL

Leading Practices for Communication	How Leading Practices Apply to the State of NC…
momentum and enthusiasm necessary to drive change.	• Employee Self-Service • Creation of a repository of data.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   4   Last printed 1/11/2007 8:23 AM

FINAL

2. APPROACH

The Beacon HR/Payroll Communications Plan is an integral part of the overall Change Management Plan and is a tool designed to provide the strategy that will govern communication efforts throughout the life of the project. This document details the impacted stakeholder groups and the recommended vehicles that will help the State achieve its desired change management and communications objectives.

The Communications Plan will be a living document that will be updated for each phase of the Beacon HR/Payroll project.

2.1.   Objectives

The Communications Plan identifies a series of communications activities necessary to engage and inform impacted users and other stakeholders, and to increase their understanding and acceptance of the Beacon HR/Payroll project.

Communicating throughout the Beacon HR/Payroll project will require a varied approach that addresses the capabilities and limitations of the current state communications environment, effectively utilizes available resources in the current organizational structure, and is appropriately phased over the life of the project. A successful communications approach includes:

- Sharing information and creating awareness of the Beacon Program and its benefits, importance and priority

- Facilitating careful rollout of all HR/Payroll project information to affected employees

- Allow for pre-planning and sensitivity to the unique needs of affected groups

- Ensure consistent messages are being relayed to stakeholders by all HR/Payroll project team members and project leadership

- Assist in the development of an approach for interacting with and communicating to outside media

- Creating confidence that the project will be marked by open communication and knowledge sharing

- Sustaining interest throughout the phases of the HR/Payroll project

- Avoiding surprises (e.g., preparing employees to receive and apply the new technology).

To attain these goals, the Beacon HR/Payroll project communications plan works in concert with other areas within the Change Management Team to reach, inform and motivate targeted stakeholder groups.

2.2.   Communications Phases

There are five distinct phases of the Communications Plan: Project Start-Up Communications, Discovery, Branding, Communications Planning and Execution, and Evaluation.   To promote a successful implementation, the Communications Team must move leaders, users and employees

Filename: C:\Documents   and   Settings\edward.brodsky\My   Documents\PDF   Deliverables\1.1   Project   Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   5   Last printed 1/11/2007 8:23 AM

FINAL

along a continuum, from simple awareness of the project and its objectives, to a state in which each individual is ready and looking forward to "go live".

Figure 2.1. Communications Continuum
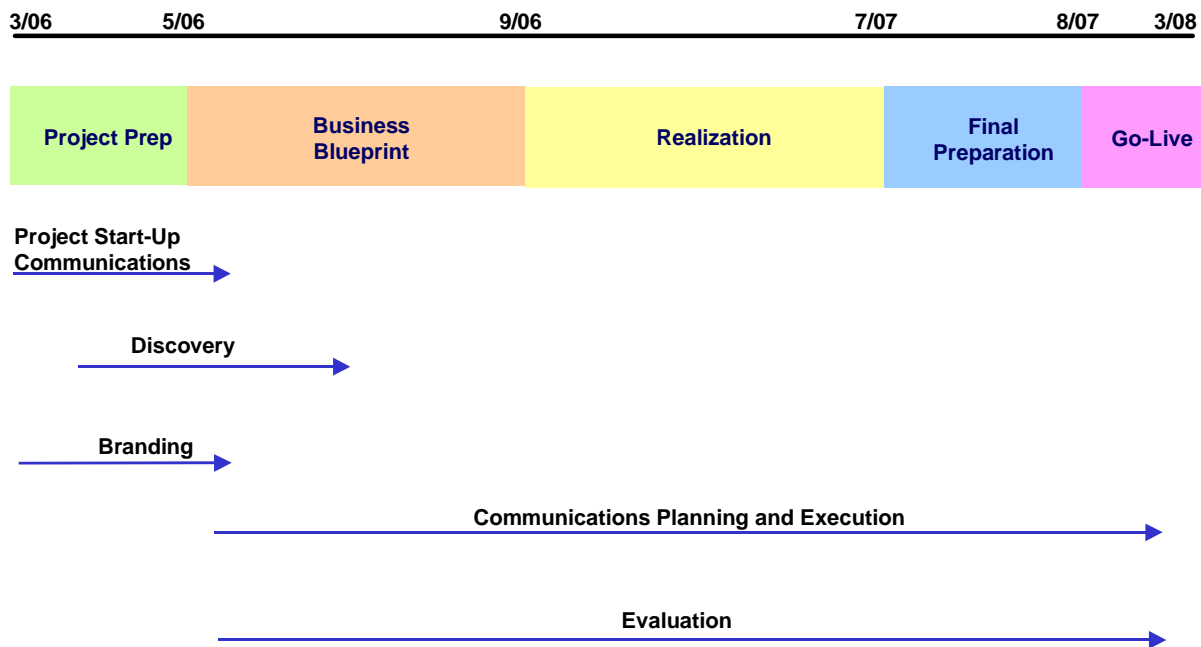
Project Start-Up Communications – A set of communications that creates general project awareness at the beginning of the project and begins to establish a consistent set of key messages

Discovery – The process of understanding the organization, its existing communications processes, and key stakeholders through a series of interviews and facilitated group workshops

Branding – The activities associated with developing a brand identity for the entire program that resonates with stakeholders; branding activities are to be completed during the Project Prep phase in which the project name and logo are to be selected through interactions with the branding vendor

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   6   Last printed 1/11/2007 8:23 AM

FINAL

Communications Planning and Execution – A campaign strategically designed to market the program to stakeholders through creative branding and the delivery of core messages using both traditional and high tech media

Evaluation – The process of measuring communications' effectiveness and refining the communications plan to reflect the feedback gathered

2.3. Rules for Communications Success

Throughout the HR/Payroll project, key information and messages will need to be communicated to the more than 85,000 State of North Carolina staff, managers and contractors who will be impacted at one level or another.

1. Each audience has different information needs and channels, and therefore must be targeted appropriately.

2. Each audience receives and relays information through varying channels. The Beacon Project team should carefully target its information to each user group to be most effective.

3. To build and sustain enthusiasm for the Beacon Program, it is critical that the team leverage the Beacon Support Team; Specifically the communications liaisons within each agency to build support and interest in the field.

4. All broad based communications that are to be sent out must be funneled through the communications team to ensure consistency in themes and messages.

5. The communications team will establish messages around every key milestone for each phase of the project. The message will be sent out at least 3 weeks prior to the milestone date.

6. All large meetings/workshops/events will have evaluations included as part of them. All evaluations will be collected, reviewed and compiled within 48 hours of the session.

7. The following is the communication timeline for all communications/presentations:

   a. Draft documents (newsletters, memos, presentations) will be provided to State Change Management Team Lead no less than 1 week prior to communication due date.

   b. State Team Lead will provide feedback to the communications team within 24 hours.

   c. Communications team will update/revise communications document the same day.

   d. Revised document will be given to Project Leads and other relevant individuals for an additional review. Revisions will be due back to communications within 36 hours of receipt.

   e. Communications team will update/revise communications document within 12 hours.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM 7 Last printed 1/11/2007 8:23 AM
FINAL

    f.   The final document will be reviewed by the Project Lead and then sent out

    g.   As part of the review process, the communications team will check for consistency of messages and themes.

8. The communications team will be provided access to the appropriate project team members to help with shaping the content needs for the varied communications. Access should be provided in a timely fashion from when the request is first made.

9. All communiqués will follow the Beacon HR/Payroll Project Style Guide.

2.4.   Establishing Guiding Principles for Communication

In all of the Beacon HR/Payroll communications, the project will be guided by the following key principles to deliver the right message to the right audience at the right time:

What messages do we plan to communicate?

Messages will answer the following questions:

- What's in it for me?
- How will this project/phase change my 'world'?
- What progress is the project team making?
- How can I contribute?

How do we intend to communicate messages?

Messages will be created and delivered using the following tactics:

- Take advantage of existing, internal communication channels
- Focus on targeting messages to relevant audiences
- Utilize face-to-face as a communication method whenever possible
- Identify personnel for the Beacon Support Team that we can use to send messages
- Solicit feedback and measure communication success.

2.5.   Critical Success Factors for HR/Payroll Project

- A strong network of communications liaisons is established and utilized
- Credible state personnel will deliver information, supported by professionally developed communications collateral materials

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   8   Last printed 1/11/2007 8:23 AM

FINAL

- Timely, clear, concise and comprehensive information is targeted to the right people at the right time

- Project success stories are highlighted

- Promotional opportunities are utilized

- Feedback mechanisms are put in place to facilitate two-way communication.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   9   Last printed 1/11/2007 8:23 AM
FINAL

3. ASSESS THE CURRENT STATE

3.1. Current Communications State Assessment

There are many existing channels that the State of North Carolina can utilize to distribute information to user groups. However, no universal mechanisms exist that reach all end users in each of the target audiences. Each audience relies on its own channels for accessing communication and these channels reach varying numbers and types of users. The communications landscape in NC is very decentralized and most communications are agency driven.

A Communications Survey/Inventory will be distributed to more fully understand and detail the communications needs, vehicles and preferences of audiences throughout the State. During Project Prep an introductory high-level analysis was conducted on the current communications landscape. Based on our initial analysis of current vehicles available at the State and known best practices, the preferred means of delivering information to the State employees are as follows:

- **Electronic messaging** – e-mail is widely used throughout the state to distribute information. This will be an effective way to reach the large audiences within agencies and universities.

- **Project Website** – the Beacon HR/Payroll project website will allow the project team to provide employees with up-to-date and timely information. It is important to note, however, that while the website is a good source of information, there will be groups of employees who will not take the time to look for information on the site.

- **Face-to-face** – in-person meetings are the best way to share project specific information with employees. An additional benefit of in-person meetings is the ability to get questions answered and to allow the project team the opportunity to solicit feedback from employees.

- **Standing Meetings** – information disseminated from standing meetings should include current project status, timelines, HR/Payroll project updates and information requested by each of the groups. Examples of these standing meetings include: PSC, CIO, Deputies, CFO, HR Directors, Payroll Directors.

- **Newsletter** – this vehicle is usually well received but it is important that the information be timely, applicable and succinct (print and electronic).

As part of the upcoming vehicle analysis (described in the next section), we will be looking to identify additional tools/mechanisms to communicate with State employees. There are a limited number of mechanisms for communicating change, regardless of the project or environment. They fall into three general areas: face-to-face, paper-based and technology based.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   10   Last printed 1/11/2007 8:23 AM

FINAL

Face-to-Face	Paper-based	Technology-based
Meetings	Newsletters	Email
Presentations	Memos	Project Website
Events	Brochures	Video
Focus Groups	Direct mail	Voicemail
Stakeholder conversations	Information Kits	FAQs
Word of mouth	Bulletin boards	Intranet
	Posters	
	Feedback forms	

3.2.   Identification of Channels and Vehicles

A *Vehicle Analysis* is a review of the current state of communications activities, including most frequently used channels/vehicles and their effectiveness.

A Vehicle Analysis will be fully conducted at NC in order to better understand the organization's capabilities with respect to communications. The analysis will help to identify opportunities to leverage existing effective channels/ vehicles for future targeted communications.

3.3.   Determining Which Vehicles to Use

In order to determine which vehicles to use to different target audiences, it is important to take the following 4 considerations into account:

1. *The appropriateness of the vehicle for the message*

Not all communication vehicles are created equal. Not every vehicle is appropriate for each message. For example, if the message being conveyed to State employees is about the need for

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   11   Last printed 1/11/2007 8:23 AM

FINAL

cost cutting, we should not be using an expensive looking mulit-color newsletter on fancy paper. The vehicle, in this case, will be contradictory to the message.

2. *The appropriateness of the vehicle for the audience*

The selected vehicle should also be appropriate for the audience it is intended to reach and influence. An all hands agency meeting intended for all employees might not be the right format if many State employees cannot take time off their daily schedule to attend because of the nature of their job or travel restrictions. This would also not be the right format if many employees in a particular stakeholder group were located outside the State Capital region. In those instances, a more appropriate vehicle would be one that everyone could easily access. This could be a roadshow, video or someone of the Executive Steering Committee going out to do face-to-face meetings with employees.

3. *The appropriateness of the vehicle to time*

Different vehicles will take different times to be produced and reach audiences. The desired speed to reach an audience may determine the media to use. Print newsletters can take much longer than electronic communication. For example, creating a comprehensive newsletter for all State employees might take weeks to pull together and send out while a one page memo sent out electronically could be done within a few days.

4. *The appropriateness of the vehicle to cost*

Cost can vary significantly from one vehicle to another. The communications budget for the HR/Payroll project is limited therefore, cost will become an important factor in determining which vehicles to use at what cost.

3.3.1. Advantages and Disadvantages of Various Vehicle Types

Each type of media has advantages and disadvantages. In addition to the factors mentioned above that affect the choice of vehicles, the advantages and disadvantages of the major categories are listed in the table below:

Vehicle Type	Advantages	Disadvantages
Print Media	- Able to be kept, filed and taken home or to the office - Material can be read anywhere - Good for employees who do not have email access - Most well known type of communication vehicle	- Long lead time to create, produce and distribute - Higher cost to produce than other vehicle types

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   12   Last printed 1/11/2007 8:23 AM

FINAL

Vehicle Type	Advantages	Disadvantages
	- Conveys long-term information when printed	
Audiovisual	- Ability to influence people through multiple senses: sight & sound - Professionally done videos can help make significant impact in communicating information - Ability to reach wider audiences than print media as some employees to not simply rely on reading for their information - Best for supporting a presentation in meetings	- Difficult to produce and distribute well on limited budgets - Message is usually lost once it is has been viewed
Telephone Hotline	- Provides instant information - Effective during critical times such HR/Payroll Go-Live -Provides effective way of receiving feedback	- Inability to keep records or track information - Difficult to review information - Manually driven process of getting and tracking information
Electronic Media	- Provides a low-cost, quick way to send information to varying group sizes - Creating State e-mail groups while time consuming upfront will allow for ease of use in sending out emails over the course of the HR/Payroll project - Low cost and quick turn around time - HR/Payroll project site allows for up-to-date project information	- Difficulty to track if employees open and read communication - Project website will not be regularly checked by large groups of employees - Employees may access website for a particular piece of information but some may give up before finding what they are looking for
Posters, Banners and Bulletin Boards	- Good for providing high level information (ie, goals and timelines) - A unique approach to highlighting major changes and events (ie, go-live and training) - Helps to create long-term focus on the project	- High cost if done professionally - Difficulty in placing at the appropriate places throughout the 65 agencies and universities - Time consuming to keep updated and current

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   13   Last printed 1/11/2007 8:23 AM
FINAL

Vehicle Type	Advantages	Disadvantages
Face-to-Face Communication	- Most effective way to communicate with State employees - Allows for Q&A and real time feedback - Allows employees to hear and feel part of the HR/Payroll project	- Difficult to ensure that consistent messages are conveyed. - Time intensive effort to ensure all managers and supervisors have updated presenations/ informational toolkit

3.4.   Potential Communication Challenges and Issues

Through an initial analysis, potential challenges and issues have been identified.   The following information provides a snapshot of current challenges that may impact the HR/Payroll project. As the HR/Payroll project progresses, additional challenges and issues will be identified that will be included in an updated list.

Common themes currently identified include:

- Over communication about the HR/Payroll project is crucial to success. Employees have a tendency to overlook communications until the change is imminent. Given the timeframe of this project, it is vital to over communicate in order to make sure we reach all employees on a consistent basis.

- The State has a lack of communication standards that create barriers in allowing us to communicate effectively with the agencies and universities.

- Given the political nature of the HR/Payroll project, there is the challenge of having to manage the added complexity of dealing with external groups and media who have their own agendas as it relates to the project.

- The lack of clarity surrounding what is defined, as a State Agency will impede the process for creating a comprehensive list of employees impacted the HR/Payroll project.

- Given the number of people engaged on the HR/Payroll project team, it will be vital from an internal communications perspective, that all team members provide consistent information/messages when communicating with State employees.

- Consistent and timely communications will be vital to help the HR/Payroll project team manage resistance and barriers. Currently, we are faced with Agencies and Universities who have their own tools and their own way of doing the work. It will be important to consistently demonstrate how things are changing, why they are changing and the benefits to help garner their buy-in and support.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   14   Last printed 1/11/2007 8:23 AM
FINAL

- In order to ensure that the voices of the employees are being heard, it is critical to incorporate feedback channels as part of the communication process. Given the dispersion of employees across 65 agencies and universities, it will be vital to create multiple feedback channels in order to allow flexibility in how employees provide feedback.

- Communication and training are key factors in getting employees engaged and keeping them engaged throughout the length of the HR/Payroll project.

3.5. Identification of the Preliminary List of Stakeholders

It is important for the purposes of the Beacon HR/Payroll project to clearly identify at the outset the applicable definition of what a stakeholder will be for the purposes of this project. The definition for HR/Payroll project is highlighted below.

- A **Stakeholder** is an individual or group impacted by or capable of influencing the change associated with the project. A stakeholder may be mildly or significantly affected by the change or merely associated with the change. The greater the impact is, the more important it is to have a sense of ownership for the success of work in their area.

A part of identifing the stakeholders includes the process of identifying ways to help manage the group of employees. **Stakeholder management** is a distinct process of analyzing, understanding, and addressing the ways stakeholders relate to the project. A large part stakeholder management is to clearly identify the "interactions" that are needed by stakeholders in order to maintain or further their support. Creating effective relationships with the HR/Payroll stakeholders is of vital importance over time. One key way that stakeholders will be involved in the process is through involvement in the Beacon Support Team.
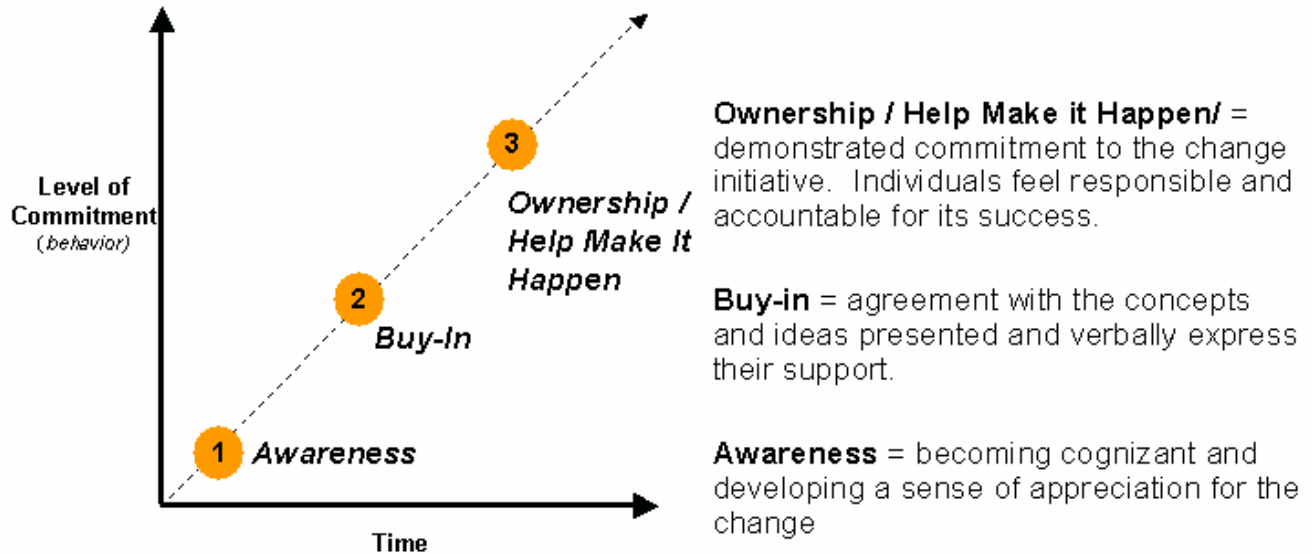
Through the course of the HR/Payroll project, different people can and will perceive the same changes in different ways depending on their expectations, vested interests, previous experience with other State sponsored initiatives, existing work pressures, interests or simply their characteristics and priorities. Frequently, during change, the concerns, interests and objectives of stakeholders and stakeholder groups are in conflict. A key initial task is to identify those individuals and groups who are stakeholders in changes to be brought about by a project.

Stakeholders are categorized in two main groups:

- *Key stakeholders* are leaders and/or decision makers in any organization involved in the HR/Payroll project or effected by the change from this project

- *Extended stakeholders* are groups affected by the HR/Payroll project change who need to be engaged through the project process but don't have decision-making ability or project resource responsibility.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   15   Last printed 1/11/2007 8:23 AM
FINAL

3.5.1. Stakeholder Commitment

Stakeholder Commitment Progression

One important way to measure the success of the communications process is by the progress of stakeholders along the commitment curve toward assuming "ownership" of the success of the project. Steering Committee members, executive leadership, and other stakeholders who must assume ownership of the change, begin to assume personal responsibility for helping others to accept and commit to the change. This vision for success will be freely communicated with members of the key stakeholder groups.

Highlighted below are the levels of commitment stakeholders go through as they buy into and accept the changes being brought about by the Beacon HR/Payroll project.

Commitment Level	Definition
▪ Awareness	• Becoming cognizant and developing a sense of appreciation for the change • Primarily accomplished through various communications • Everyone needs to reach this stage first.
▪ Buy-In	• Internalizing the concepts and ideas and grasping the implication of the change initiative • Agreement with the key concepts and ideas presented and

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   16   Last printed 1/11/2007 8:23 AM

FINAL

	verbally expressing support
	• Can be accomplished through targeted communications, project involvement, workshops and training
	• The second largest group of individual audiences are within this category.
▪ Ownership	• Demonstrated commitment to the new processes and systems
	• Individuals feel responsible and accountable for its success
	• The smallest group of individual audiences are within this category.

The identification of the stakeholder group is currently ongoing. The process of identifying the requisite groups and individuals will continue into the blueprinting phase. At that time a revised HR/Payroll Communications plan will be provided inclusive of the comprehensive stakeholder list.

3.6. Roles and Responsibilities

In an effort to clearly define how the groups will interact, highlighted below is an overview of the communication roles and responsibilities for members of the Change Management and Communications Team.

Communication Roles	Responsibilities
• Change Management/Communications Lead- NC and BearingPoint	• Oversees, evaluates and reviews all pertinent communication documents and deliverables. • Provides insight and direction to the communications team as it relates to broader Beacon and overall change management issues/concerns.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   17   Last printed 1/11/2007 8:23 AM

FINAL

Communication Roles	Responsibilities
• Communications Lead- BearingPoint	• Manage and oversees the Beacon communications efforts as it relates to strategy, approach and timing of relevant communications • Draft and update Beacon communications plan and work plan. • Assist in the development of the specific communications. • Analyzes and incorporates employee feedback into the communications plan and work plan throughout each of the phases.
• Communications Lead- NC	• Assists in managing and overseeing the Beacon communications efforts. • Works with 3rd party vendors on behalf of the state. • Acts as the visible member of the communications team in state sponsored events/meetings/presentations. • Assists in the development of the communications.
• Communications Support- BearingPoint	• Creates, drafts and finalizes communication deliverables and presentations. • Assists the communications team in setting the direction and tone for all ongoing communications.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   18   Last printed 1/11/2007 8:23 AM

FINAL

3.7. Communication Objectives and Messages by Project Phase

Communication Phases	Communications Objectives	Broad Themes/Messages
Project Prep	- Discover the existing communications processes - Develop a communications strategy and plan - Plan for a set of communications that creates general project awareness at the beginning of the project to establish a consistent set of clear messages - Plan for initial blueprint messages - Establish a brand identity for the project - Begin to establish relationship with the stakeholders	- Establish rational for the project (i.e business case and business drivers) - Provide information on: Key Benefits, Why the project is occurring, Broad timeframe - Provide History of the project highlighting end goals. - Get employees to know and understand the Beacon and HR/Payroll brand and the project identity.
Business Blueprint	- Introduce project, identify scope and objectives for each Phase in order to inform the employees of the project and to build overall awareness and build enthusiasm - Create confidence that BEACON will be marked by open and honest two-way communications and knowledge sharing - Manage expectations about what realistically will be occurring. - Measure effectiveness of communications and refine plan to reflect feedback gathered	- Provide context on blueprinting workshops including: frequency, purpose of the sessions, information collecting. - Report out the results and minutes - Provide overview of what information was collected and the decisions reached - Highlight the importance of stakeholders participating in the process - Updates on the HR/Payroll project - Begin introducing project to general State employee population - Begin building the case for change
Realization	Continue to manage expectations and deal	Provide overview about how

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   19   Last printed 1/11/2007 8:23 AM

FINAL

Communication Phases	Communications Objectives	Broad Themes/Messages
	with any perceived employee resistance • Focus on training and getting NC State employees trained and excited about the new system • Continue to measure effectiveness of communications and refine plan to reflect feedback gathered	the system is configured (Demo) • Provide background on the workshops in this phase and how they differ from blueprinting • Final design document communicated • Road-shows conducted to provide general population with a view of new system • Provide background on testing, Conference Room Pilot, and the role of employees in the process. • Begin the process of detailing for employees how their roles will be changing.
Final Preparation	• Maintain momentum and continue to communicate successes • Prepare the community for change impact through training and targeted education efforts	• Organizational Readiness information • Training communications-Date, time, etc. • What to expect at Go-Live, timeline, contacts, etc.
Go-Live	• Continue to train users as needed and assess success • Deal with any unexpected concerns and issues • Prepare Phase 1 ending communications (ie, final newsletter)	• Provide information related to additional training if needed • Overview of the project go-live and success • Provide information on preparations for next phase of the project

3.8. Key Points and Start-up Messages

The following is a listing of key points and start-up messages for the Beacon Program. It is important to note that this list will evolve and change over the course of the project. Additionally, this list is not all inclusive of start-up messages. Through the initial phases of the project, additional

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   20   Last printed 1/11/2007 8:23 AM

FINAL

information/messages will come to light that will need to be incorporate into the overall communication work-plan.

Overall-

- The Beacon Program is about the "Changing the Face of HR" for the next 30 years.
  - o Topical areas to highlight as part of that message include:
    - ▪ NC's Antiquated system that is 30 years old
    - ▪ Current limited technology support
    - ▪ Current manual processes and rework that is needed due disparate nature of technologies
    - ▪ The manual process and difficulty in pulling together relevant reports/metrics.
- This project is about:
  - o Making NC more competitive in the future;
  - o Increasing employee productivity; and
  - o Improving collaboration/communication/information sharing between state agencies and universities.
- SBIP is now Beacon- Branding Information
- This project is not about job loss. This effort is about creating tangible benefits for the state over the next few decades. Any potential job loss will occur through attrition only.

Benefits-

- The Beacon HR/Payroll Project will provide the state with a seamless HR/Payroll experience for all employees.
- The new SAP system allows for a single repository, with a common set of data elements, to make reporting easier.
- In the future managers and employees will have real time access to transaction activity instead of the significant delays that employees are currently faced with.
- SAP provides employees the ability to make informed decisions about their careers (example, employees will no longer need to be "terminated" and "rehired" when moving from state job to state job).
- Employee Self Service will allow employees to manage their own information and have "one stop shopping functionality". As an example of this, employees who move will only have to update their address once in the system**.**

Timeline/Assistance

- The Beacon project is a Multi-year, multi-phase project that is beginning with the HR/Payroll processes. The Beacon HR/Payroll project will become the foundation on which all future implementations are built.
- The basis of the Beacon HR/Payroll project is built upon active collaboration with the agencies and universities impacted by this initiative. Throughout the course of this project, employees (at all levels) will be asked to provide assistance to help ensure that this is done right.
- The Beacon HR/Payroll project has created a project specific Intranet site in order to provide all employees with up-to-date information on key activities, accomplishments and progress.

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   21   Last printed 1/11/2007 8:23 AM
FINAL

A link will also be provided to allow employees the ability to provide input and send questions/concerns to us confidentially.

4. MANAGING COMMUNICATIONS EFFECTIVENESS

To continually refine communications strategy and tactics, measurement tools have been identified to provide consistent evaluations on general program awareness and understanding. These measurement tools will help determine if the communication objectives are being met successfully. Communications strategy and tactics may require revision based on evaluation results.

As currently identified, there are four main tools/techniques that will be utilized on the Beacon HR/Payroll project to ensure that the effectiveness of communications are constantly monitored and evaluated.

- In-person feedback

- Intranet feedback

- Project Surveys

- Session/Meeting evaluations.

5. COMMUNICATIONS WORK-PLAN

The Communication Work-plan outlines the specific communication activities that will be implemented within the communication infrastructure, in alignment with the overall HR/Payroll communication plan. This plan is living and breathing, and will continue to evolve and bend to the needs of the HR/Payroll project and our strategic vision for communications. The attached work-plan was created for the start-up phase of the HR/Payroll project. It will be continually updated and expanded for each phase of the project.

Comms Workplan

Filename: C:\Documents and Settings\edward.brodsky\My Documents\PDF Deliverables\1.1 Project Prep\Final\Change Management\1.1.26_COMM_PL_StartupComm_r1.0.doc

Last Update: 1/11/2007 8:23 AM   22   Last printed 1/11/2007 8:23 AM

FINAL